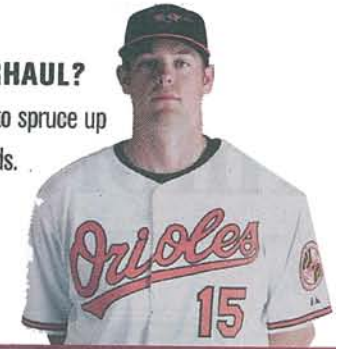


BALTIMORE BUSINESS JOURNAL

ON THE WEB: GET BREAKING BUSINESS NEWS @ BALTIMOREBUSINESSJOURNAL.COM

Vol. 27 No. 25 © 48 Pages

O'S OVERHAUL?
Orioles look to spruce up
Camden Yards.
PAGE 5



October 30-November 5, 2009 \$2.50

CAREER COACH

Question: We have increased stress, absenteeism and bullying in the workplace. What would help us?



MARY ANN
MASUR

Answer: Studies show that increasing courage in the workplace can decrease fear and stress. Stress is a major cause of absenteeism. Courage can appear in many ways. There are three buckets of courage according to Bill Treasures, author of "Courage Goes to Work."

- Courage of initiative. Try something new. Get into action.
- Courage of inaction or letting go of control. We use this when we delegate and build teams.
- Courage of voice and assertiveness. We use this to have difficult conversations or say uncomfortable things. "I apologize" or "I need help."

What is the strongest form of courage for you and your team? Which one do you want to grow? Start to practice and see what shifts.

MARY ANN MASUR, a certified business coach, speaker and author, can be reached at maryann@synergy-consultants.net.